

# Global Community Support - L2P Drive with Me BUSINESS PLAN



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## Table of Contents

<b>I. Executive Summary</b>	<b>1</b>
<b>II. Company Overview</b>	<b>4</b>
<b>III. Industry Analysis</b>	<b>6</b>
Market Overview	6
Relevant Market Size	7
<b>IV. Customer Analysis</b>	<b>8</b>
Target Customers	8
Customer Needs	9
<b>V. Competitive Analysis</b>	<b>11</b>
Direct Competitors	11
Indirect Competitors	12
Competitive Advantages	13
<b>VI. Marketing Plan</b>	<b>15</b>
Products, Services & Pricing	15
Promotions Plan	17
<b>VII. Operations Plan</b>	<b>19</b>
Key Operational Processes	19
Milestones	20
<b>VIII. Management Team</b>	<b>22</b>
Management Team Members	22
Management Team Gaps	23
Board Members	23
<b>IX. Financial Plan</b>	<b>25</b>
Revenue Model	25
Financial Highlights	25
Funding Requirements/Use of Funds	26

## I. Executive Summary



### Business Overview

*Global Community Support Ltd is a registered charity in Australia. Since 2014 it has focused on providing services to people in need in the areas of Food, Employment, Training, Clothing and Housing.*

*In the instance of the L2P Drive with Me business model, the area of helping people in need in the area of “Confidence Building” is the key focus.*

*The key demographic is teenagers who are unable to access sufficient hours of mentoring from parents due to a lack of time, vehicles or a caregiver with a full licence.*

*From Learner to Probationary Licence. But they are doing it with the help of a mentor, and with our company and its team of partners.*

*This is not a training course, there are no accredited units of training courses.*

*This is not instruction. It is not teaching. It is not provision of an expert service or requiring qualification.*

*This is a “Confidence Building Mentoring” session for someone who is on their L plates either recently or for a long time. Either for a youth, or an adult.*

*The goal for this business model is to provide sufficient time in a car for a learner, so they feel confident to attempt their probationary licence test and then unlock the opportunities having a driving licence provides.*

Subsequent goals of the program are:

- *Maximising the use of charity assets across a 7-days-a-week program to assist as many people as possible.*
- *Combining the use of the transport asset with the confidence building mentoring sessions to assist other non-profit activities in the state.*
- *Increasing the number of vehicles from 4 to 8 to 12 as demand increases for both learners and mentors. Moving into other LGA both metro and regional.*
- *Partnering with similar programs to share visions and learnings and ways to improve access and equity.*
- *Assisting people in need to get jobs through our local Job Services and Disability Services partnerships.*
- *Providing low-cost or donating vehicles to people in need through our partnership with Peter Kittle Motors and our sponsors.*

## Success Factors

Global Community Support - L2P Drive with Me is uniquely qualified to succeed due to the following reasons:

- **Products and/or Services:** Our Products and/or Services are superior to our competitors because we have more of them. And we have observed the marketplace in detail as to what has worked previously and what we can do differently.
- **Human Resources:** Our management team has unique experience in the industry including combined 70 years in small business, entrepreneurship, local government, non-profit, charity, work experience, job services, disability services and more.
- **Location:** Our location allows us to better serve customers because we are agile and mobile.
- **Operational Systems:** We have developed systems that enable us to provide high quality products/services at a lower cost. These include access to everything “online” or “mobile”. Web-based booking systems, registration, induction and monitoring and feedback.
- **Customers:** We are already serving key customers which our competitors are not. These customers include those looking for jobs, those utilising services for those in need or those with limited access to disposable income.

- Marketing: We have unique marketing skill sets that enable us to attract new customers at a low cost. These skill sets include using the customer to do the marketing.
- Successes achieved to date: We have already accomplished the following which positions us for future success. The acquisition of four Hybrid Corolla vehicles fitted with a left hand brake. We have a Volunteer mentoring partner and we have the support of multiple stakeholders including strong interest from LGA's across Adelaide.

## Financial Plan

Below is an overview of our expected financial performance over the next five years:

To achieve these projections, we need to raise \$250k in the first year in financing. With growth and adding more vehicles, mentors and learners capital expense increases proportionately. And CPI increases are not factored in as we assume efficiencies increase.

### Figure 1: Annual Financial Plan

2021/22 - 250k  
2022/23 - 500k  
2023/24 - 1M  
2024/25 - 1.3M  
2025/26 - 1.6M

## II. Company Overview

Below is a snapshot of Global Community Support - L2P Drive with Me since its inception:

- Date of formation: July 2014
- Legal structure Not-For-Profit Limited company and Registered Charity with ACNC
- Office location(s):Brisbane, Adelaide, Melbourne. Mobile and agile setup with work from home (WFH) and regular travel between locations.
- Business stage (start-up vs. undergoing R&D vs. serving customers, etc.):Start-up
- Prior funding rounds were received (amount/date): No funds raised to date, all work generated provided the revenue for the activities in 2014/2015.
- Products and services were launched - Eastern Food Alliance (Mark Davis Director transitioned to ) Feed More People. Training, Employment, Food rescue, Warehouse operations, Soft Skills training. Vocational training, Literacy and Numeracy Training. 200 tonnes of food redistributed to people in need. 130 jobs generated including teens, DES participants, Long term unemployed.
- Revenue milestones were reached 35k only in the first 6 months of operation. Note: Many charities receive little or no funding and are



not required to file financial returns while considered small. Current revenue for FY 2020/21 was \$20,000 in funding for activities in South Australia for travel and accommodation expenses for the Directors traveling between QLD and SA for meetings and quarterly reviews.

- Key partnerships were executed (names/dates): Personally 2010-2015 Second Bite (Food Rescue) FoodBank QLD (Food Rescue and redistribution) Vision Australia, Campbell Page, Sarina Russo, Mercedes Benz Melbourne, Department of Corrections (VIC)
- Key customer contracts were secured (names/dates): Jupiters Casino Community Fund \$75k (Eastern Food Alliance)
- Key Directors were appointed: Maureen Wisdom, 2015.
- Key Staff: Benjamin Davis Project manager, Content Writer, Grant Writer. Data gathering.

### III. Industry Analysis

#### *Market Overview*

The market in which Global Community Support - L2P Drive with Me is operating can be characterized by the following:

1. Mentoring of learner drivers. In support of the driving instruction industry, L2P helps young people get the confidence by spending time driving and getting the experience towards the minimum required hours in their driving logbook to be able to sit their full licence test.
  2. Driving lessons. Without sufficient practical time in a vehicle lessons are a necessity. Funding exists in Job providers and DES and NDIS providers to assist. This is part of our future plan into 2023.
  3. Every young person that wants a job needs a driving licence and a car. L2P aims to support the market of learner drivers who do not have access to mentors, reliable vehicles or both.
  4. The need is enormous. Due to young people in lower socio-economic classes having less access to reliable vehicles, and often having no guardian with the time or resources to assist them getting the mentoring Hours.
- Market trend 1 (e.g., growth/decline): The need is growing as more and more jobs are further from the place of residence of jobseekers. Construction in regional areas, outer suburbs or even just 30 minutes away directly can take up to 90 minutes on public transport. This is not feasible long term.

- Market trend 2 (e.g., changing customer needs): The need is greater and greater in the Covid-19 world where many adults lost their job and have often sold cars and other assets to make ends meet.

### ***Relevant Market Size***

Our relevant market size is the annual revenue that our company could attain if we owned 100% market share.

Our relevant market size is calculated as follows:

1. Number of customers who might be interested in purchasing our products and/or services each year? We believe with four cars on the road, we can manage 1000 learner drivers to spend at least 20 hours in the year getting confidence boosting driver mentoring.
2. Amount these customers might be willing to spend, on an annual basis, on our products and/or services? \$400
3. Our relevant market size:  $1 \times 2 = \$400,000$

As the analysis shows, our relevant market is large enough for our company to enjoy considerable success.

And when this market saturates we can duplicate in other LGAs and then in turn in other cities.

## IV. Customer Analysis

Below is a description of who our target customers are, and their core needs.

### *Target Customers*

Below is a profile of our target customers:

- Age: 16-35
- Income: Low to medium or none.
- Gender: All
- Location: All locations
- Marital status: All
- Occupation: High school students, University Students, graduates, unemployed, part-time employed, full-time employed.
- Language: English first language, Indigenous dialects, other international languages where a relevant mentor with native language skills can be available to be more relevant to build confidence.
- Education: All levels
- Values/Beliefs: All
- Activities & Interests: All, often wanting to work, and willing to learn to drive confidently in order to get a job and be productive in society.

**Below is a snapshot of the size of our target customer market:**

*Every high school has approximately 100-200 students who qualify to be a customer. With 16 schools in the region, this means up to 3200 learner drivers are the key market.*

*The adult learner market is approximately 1000-2000 with many as English as a second language, immigrants, recent arrivals and other multiculturally diverse residents and citizens.*

### ***Customer Needs***

Below is a profile of the needs that our target customers have:

- Systems: Wanting to get through their driving mentoring hours in a systematic way to get ready to be able to get a licence and/or a job.
- Driving lessons that are affordable. As a charity we can provide a non-profit service in this area contracting driving instructors or eventually becoming a driving school to balance revenue from the mentoring sessions and donations.
- Quality: Mentoring has to be of the highest professional standard, friendly, communicative, good rapport, and supportive of the confidence needed to sit the driving license test.
- Location: Across all LGAs of Greater Adelaide and South Australia initially and nationally eventually.
- Reliability: We need a consistent product offering that has not been possible due to limited resources in the past.
- Comfort: A new, hybrid vehicle cleaned to covid-19 safety protocols.

- Price: Our customers need a mentoring service that is priced within their means, or is easy enough for a sponsor to manage payment for without it putting strain on either party.
- Value: The product offering and the entire system is designed to be extreme value for money and this is the result of analysing similar programs and their price points.
- Customer Service: Confidence is our goal, so high levels of customer service for our learner drivers and our mentors is #1 priority. So they can feel good about the experience and want to come back again fast for future sessions.
- Convenience: As this service is designed to provide driving confidence mentoring, we will put the cars as close to the majority of our customers so they can get ease of access, ideally without need for public or private transport. So we can minimize expenses and get speed of delivery.
- Ease of use: The Automatic Hybrid vehicle, NEW, is designed to be low maintenance, easy to drive and build confidence. Note: The mentor needs a comfortable car to support the learner, so this is part of the reason for maintaining a new or late-model car for the duration of the program.

## V. Competitive Analysis

The following is an overview of “Global Community Support Ltd - L2P - Drive with Me” competitors.

### *Direct Competitors*

The following companies are our direct competitors, however in this case the need is so large, there is no need for a competitive advantage until such time as someone sees this should be a challenge to their ability to hear

- **Direct Competitor #1: Wheels in Motion**

- Products/services offered: Mentoring for young learners
- Price points: A little higher
- Revenues (# units sold/dollars generated): Unsure
- Location(s): Playford LGA
- Customer segments/geographies served: Young people
- Competitor’s key strengths: 9 years experience
- Competitor’s key weaknesses: Limited to one vehicle and low mentor numbers.

- **Direct Competitor #2: Wheels in Motion Gawler**

- Products/services offered: Mentoring for young learners
- Price points: A little higher

- Revenues (# units sold/dollars generated): Unsure
- Location(s): Gawler
- Customer segments/geographies served: Rotary generated client base of young people in the local community
- Competitor's key strengths: Committed and good community support
- Competitor's key weaknesses: One vehicle, limited mentors

### *Indirect Competitors*

The following companies are our indirect competitors.

- **Indirect Competitor #1: Driving Instruction Schools**
  - Products/services offered: Paid lessons
  - Price points: \$75-\$145 an hour
  - Revenues (# units sold/dollars generated): Millions of dollars collectively
  - Location(s): Across all LGAs
  - Customer segments/geographies served: All learner drivers with funds to purchase lessons.
  - Competitor's key strengths: Accreditation. Branding. Experience



- Competitor's key weaknesses: Each individual driving school has its own reputation but the cost is prohibitive towards achieving the goal of the logbook hours.
- Our goal is to provide subsidised lessons around \$75 per hour using our vehicles and trained instructors initially contracted and eventually as a school ourselves.

### *Competitive Advantages*

Global Community Support - L2P Drive with Me is positioned to outperform competitors for the following reasons:

- Products and/or Services: Our Products and/or Services are superior to our competitors because we have more cars, more mentors, more diverse mentors and more diverse acceptance of driving learners.
- Human Resources: Our management team has unique experience in the industry including a combined 70 years in non-profit, local government and small business and entrepreneurship.
- Location: Our location allows us to better serve customers because we have no single office. We are an agile, tech-friendly, mobile team.
- Operational Systems: We have developed systems that enable us to provide high quality products/services at a lower cost. These systems include keeping things environmentally sustainable with web-based,

phone-friendly apps, programs, and registration and sponsorship platforms.

- Intellectual Property (IP): We have Intellectual Property that gives us an advantage over our competitors. Our IP includes totally open beliefs about what the customer needs, and we encourage everyone to duplicate our model.
- Customers: We are already serving key customers which our competitors are not. These customers include recently arrived residents. Mature learner drivers. People who have cultural needs as learner drivers that need to be matched to mentors. And people in the lowest socio-economic groups including those in LGAs where we know they will appreciate the service being available.
- Marketing: We have unique marketing skill sets that enable us to attract new customers at a low cost. These skill sets include SupporterHub for fundraising, a great social media strategy and team. And the partnerships with our Volunteer Mentor partners, Job services, Disability Services, NDIS providers, LGA Mayors and elected members, and more. In addition the social strategy relies heavily on the learner drivers taking photos and promoting the project in return for rewards, free sessions, and good press.

## **VI. Marketing Plan**

Our marketing plan, included below, details our products and/or services, pricing and promotions plans.

## *Products, Services & Pricing*

- **Product/Service #1 Name: Young Learner Driver Confidence**

### **Mentoring**

- Product/Service description/features: Youth on their Learner Permit sitting with a fully licensed Mentor
- Product/Service benefits: Confidence, range of driving conditions, not driving with a parent, objective mentoring, rapport building, social skill building, low-pressure environment, consistent environment, additional layers of benefit
- Product/Service price: \$20 per 2 hour session bought in blocks of 10 sessions. Or sponsored by donation for \$200.
- Product/Service expected purchase frequency/quantity: Weekly
- Product/Service strengths: Shows commitment to the process of getting hours completed for their logbook. Variety of conditions. Day and evening. Dry and raining. No pressure from parents, Safe cars, educated Mentors, Personality conflicts minimal. Options for additional driving add-value moments such as -
  - Charitable goods delivery
  - Food parcel delivery
  - Washing the vehicle
  - Learning how to change a tyre
  - Learning how to add fuel and water

- o Learning how to maintain the car
  - o Learning how to drive with an adult beside them.
  - o Learning to ask questions of the driving mentor to help build confidence
- 
- Product/Service weaknesses: Limit of 4 cars means only 24 learners can have a session per day, or 144 learners per week. The need to increase supply of vehicles is expected to impact within 3-6 months.
- 
- **Product/Service #2 Name: Adult learner driver Confidence Mentoring**
- Product/Service description/features: Adult (21+) on their Learner Permit sitting with a fully licensed Mentor or with a full licence but not yet confident to drive the family vehicle or needing to regain confidence with a mentor who is not a family member.
  - Product/Service benefits: Confidence, range of driving conditions, not driving with a husband or wife, objective mentoring, rapport building, social skill building, low-pressure environment, consistent environment, additional layers of benefit where race, religion or cultural sensitivity is required.
  - Product/Service price: \$20 per 2hr mentoring session bought in blocks of 10 sessions. Or sponsored at \$200 per block.

- Product/Service expected purchase frequency/quantity: Weekly or Fortnightly
- Product/Service strengths: The first program of its kind to focus on adult learners to give them an option that is not linked totally to driving instructor schools. The low-pressure environment and casual availability puts the adult in control of their driving confidence journey.
- Product/Service weaknesses: Availability of vehicles. Limitations of time. Adults may have limited options for accessing the resources.

### ***Promotions Plan***

Global Community Support - L2P Drive with Me will use the following tactics to attract new customers:

- Blimps, Banners, and/or Billboards Anywhere the cars are parked overnight, well lit, flowing motion, possible direct spotlight.
- Blogs, Podcasts, etc. All learners will be encouraged to participate in the L2P social media channels, YouTube channel, Instagram business page, tagging themselves and their driving mentoring session.
- Contests The chance to win “Confidence Mentoring Sessions” for new and existing users. Online and at schools and community centres.
- Coupons - Sponsorship coupons at live events and online.
- Direct Mail - Email
- Event Marketing - At job expos, featuring the vehicle, the mentors and both current and graduated learners.
- Flyers - Digital online via website and banners for sharing.
- Gift Certificates - Sponsorship for sessions, and for sponsoring the charity activities (Gifts of more than \$2 are tax-deductible)

- Networking - Local council events, Expos, State government events, Council meetings, Breakfasts by both charity directors, mentors and learners.
- Online Marketing - Social media channels
- Partnerships/Joint Ventures - Volunteer Mentor partner. Car purchase and servicing partner. Car parking location partner. Carwash partner.
- Press Releases/PR - Local LGA promotions and press releases with the Mayor of the LGA, Newspaper, Mentoring partner Press releases, All Sponsors.
- Word of Mouth / Viral Marketing - “Confidence Mentoring Session” learners are encouraged to promote, tag, photographs, engage with the community and protect the asset of the vehicle and the program by having a sense of ownership. All learners are given the tools and the tags to keep the program front of mind.
- Other: As other opportunities come to promote with partners, stakeholders, sponsors and learners and mentors we will take advantage of them to keep sponsorship coming in and awareness high in the community.

## VII. Operations Plan

Our Operations Plan details:

- 1) The key day-to-day processes that our business performs to serve our customers
- 1) The key business milestones that our company expects to accomplish as we grow

### *Key Operational Processes*

The key day-to-day processes that our business performs to serve our customers are as follows:

- **Product Development:** Keeping the cars designed in an innovative and memorable way.
- **Sales:** Schools, Principals, Community, Job seekers, Community hubs, LGA functions and networks, newsletters, promotional flyers and a schedule of live events at schools for new learner drivers.
- **Marketing:** Using the car as the feature for photos and awareness, and the end result, a learner who has successfully achieved their full probationary licence after the program. Speaking online, at schools, at community centres and at LGA functions.
- **Finance:** Managed through a CPA, auditable charity financials for all sponsorship, sale of mentoring sessions and expenses of running the program.
- **Customer Service:** Local and interstate customer support linked through the back end of the registration and booking system.

- Administration: Local in Adelaide.
- Accounting/Payroll: Local in Adelaide
- Human Resources: Local in Adelaide, and at head office in Brisbane
- Legal: Where required local in Adelaide
- Other: The management of the key asset, the vehicle through a partnership arrangement with the origin of the cars, Peter Kittle Motors.

### *Milestones*

The key business milestones that our company expects to accomplish as we grow include the following:

#### **I. To Be Completed By: Q1 2022**

Accomplishments:

- Accomplishment #1: The first 100 sessions delivered
- Accomplishment #2: Sponsorship for the first 12 months on the vehicles
- Accomplishment #3: Full design and sticker installation on the vehicles

#### **II. To Be Completed By: Q3 2022**

Accomplishments:



- Accomplishment #1: The first 500 sessions delivered and 20 full licences
- Accomplishment #2: The first 500 enrolments
- Accomplishment #3: The first 10 celebrity mentors including footballers, politicians, Defense force or SAPOL, Celebrity or Entertainer.

### **III. To Be Completed By: Q4 2022**

Accomplishments:

- Accomplishment #1: The first 1000 sessions delivered
- Accomplishment #2: 100 full licences successfully achieved
- Accomplishment #3: 50 new jobs for probationary licence holders and school leavers

### **IV. To Be Completed By: Q4 2023**

Accomplishments:

- Accomplishment #1: 5000 sessions delivered
- Accomplishment #2: 500 full licences achieved
- Accomplishment #3: 250 jobs for youth and adults created

## VIII. Management Team

Our management team has the experience and expertise to successfully execute on our business plan.

### *Management Team Members*

- **Name: Mark Davis**

- Title: Director, Global Community Support
- Key Functional Areas Covered: Management, Oversight, Financials, Vision
- Past positions, successes and/or unique qualities: 10 years in Not-for-profit, Professional Investor and Public Speaker, Author and Startup management consultant
- Educational background: Sales, Marketing, Business, Hospitality, Management, Project Management, Warehousing, Transport & Logistics

- **Name: Maureen Wisdom**

- Title: Operational Manager
- Key Functional Areas Covered: On the ground in Adelaide, Partnerships, Work Experience, Connections, Sponsors, Youth, Indigenous
- Past positions, successes and/or unique qualities: 40+ years in LGA work experience, work for the dole, community development, employment programs, Job Services, Disability Employment

- Benjamin Davis
- Title: Content Manager, Data Controller
- Key Functional Areas Covered: Based in Melbourne, preparation of content for website, apps, grant applications, statistics of the program, managing interactions with software providers, volunteer, mentor, staff and sponsorship.
- Past positions: Part-time work in Non-Profit for 10 years including food rescue management, food sorting, team-building and supervision of food safety plan. Warehousing and logistics part-time work. Multiple Hospitality and Entertainment industry roles for 5+ years. Completed Bachelor of Arts: Creative Writing.

- Jackie Berggren
- Title: Administration and Bookkeeping
- Key Functional Areas Covered: Local support and resource management in Adelaide. Coordination of stakeholder meetings. Accounts payable and receivable. Management of assets.
- Past Positions: Administration in Small Business over 20 years. Administration in Primary and Secondary education department (Schools).

### ***Management Team Gaps***

- Title/Role: Local Project Manager
- Key Functional Areas Covered: End-to-end local management

- Qualities of the individual who will be sought to fill this role:  
Experience in diverse projects. Working with youth, disability, indigenous, job services, state government, local government, RTO, GTO, NDIS.
- Title/Role: Lead Mentor
- Key Functional Areas Covered: Management of Volunteer mentors and in partnership with the Volunteer Mentor partner.
- Qualities of the individual who will be sought to fill this role:  
Partnership, communication, community commitment, Efficiency, Detail-oriented.
- Title/Role: Lead Youth Learner Manager
- Key Functional Areas Covered: School liaison, keeping the flow of inbound learners and induction processes.
- Qualities of the individual who will be sought to fill this role:  
Experience with youth, large groups, organisational management and logistics.

### ***Board Members***

- As per management structure
- The charity also has vacancies for a growing board of directors nationally.
- The responsible persons for the charity vary from state to state.

## **IX. Financial Plan**

### ***Revenue Model***

Global Community Support - L2P Drive with Me generates revenues via the following:

- Sales of products/services 40%
- Donations 40%
- Future revenue of subsidised driving lessons 20%

### ***Financial Highlights***

Below please find an overview of our financial projections. See the Appendix for our full projected Income Statements, Balance Sheets and Cash Flow Statements.

#### **Figure 2: Financial Highlights**

Forecast Revenue for the first full Financial year 2021/22

2021/22 - 250k  
2022/23 - 500k  
2023/24 - 1M  
2024/25 - 1.3M  
2025/26 - 1.6M

#### **Figure 3: Projected Year 1 Expenses**

Forecast expenses

2021/22 - \$160,000 leaving \$90,000 gross profit

4 x Car capital purchase - donated by Emdav International

Management costs	\$100,000
Payroll	
Travel & Accom	
Administration	
HR/Payroll and accounting	\$20,000
Car running expenses	\$20,000
Car maintenance	\$5000
Car Insurances	\$5000
Car stickering	\$15000

### ***Funding Requirements/Use of Funds***

To successfully execute on our business plan, we require \$125,000 in outside funding.

The primary uses of this funding include:

- Product Development: \$20000
- Marketing \$20000
- Staffing: \$75000
- Sponsorship of at-risk or disadvantaged learners who cannot afford the \$20 sessions
- Future purchases, uniforms, administration costs, future vehicles.

Please refer again to the Executive Summary for a synopsis of the program.